

CLUB MANAGEMENT KEYS TO SUCCESS

PURPOSE: Provide club management several common sense business activity rules (keys to success) which Services managers must follow in order to become and continue to be successful.

SCOPE: This guide applies to all clubs (officers, enlisted/NCO, collocated, and consolidated) world-wide. It provides common sense rules (keys of success) that club management should always keep in the forefront when making decisions affecting their operation.

GENERAL: - Managers of successful business activities keep certain common sense rules (keys of success) always in the forefront when making decisions affecting their operation. Keys to success establishes the foundation on which a solid operation is built.

GUIDANCE: The keys of success will not work without management's complete understanding of the Services organization's values, principles and operating styles and a commitment to them; the purpose of the business activity; and the attitude that improvement is always possible.

The first area that managers must understand are the following Services values, principles and operating styles:

- VALUES:

- **Accountability** – Take personal responsibility for decisions or actions
- **Teamwork** – Support each other to achieve common goals
- **Stewardship** – Exercise proper custody and management of resources
- **Honesty** – Tell the truth—to each other and to our customers and suppliers
- **Trust** – Have faith that others are doing their best
- **Respect** – Treat people as you want to be treated – value their worth

- PRINCIPLES:

- **Mission Sensitive** – Keep a mission-first perspective – it's our reason for being here
- **Customer Focused** – Keep customers in the center of the picture
- **Celebrate Success** – Recognize achievements – large and small
- **Pursue Common Cause** – Put organizational objectives ahead of parochial interests

- **Proactive, Responsive, Credible** – Anticipate and recognize customers’ needs; gain and keep their loyalty by quick and accurate delivery, every time

- **Deliver Value to Our Customers** – Give customers more than they expect

- **OPERATING STYLES:**

- **Be Flexible and Adaptable** – Welcome change as an opportunity to grow

- **Continuously improve** – Quality is a continuous journey requiring daily commitment

- **Be Forward Looking** – Expect and envision change. Anticipate and plan for future customer needs and technology

- **Continuously Educate, Train, and Develop** – People are our most important resource – encourage and support their personal and professional development

- **Be creative and Innovate** – Create an environment where everyone actively pursues opportunities – despite risks. Find new and better ways to get the job done. Expect some mistakes trying to get out of the box

- **Partner for Progress** – Work with customers and suppliers to attain mutual goals

- **Balance Needs and Resources** – Keep a sense of proportion, get the best for the buck

The second area club management must understand is the of clubs as stated in Air Force instructions. AFI 34-215 reflects clubs provide eligible personnel and their dependents and guests a place to socialize with others who share similar interests. Clubs also provide installation commanders a place to host official functions and community relations events. This is summed up in the club’s mission statement “Provide Customer- Driven Quality Programs and Services Supporting the Air Force Community.”

Management must never be satisfied or content with the “status-quo,” and should continue to seek methods, techniques, procedures, and programs to improve the business activity operation. The club vision statement sums it up by saying “Highly Trained and Motivated Hospitality Team Providing Food, Beverage, Entertainment, and Related Programs Responsive to Our Customers.”

The last area club managers must operate by are the keys to success. They provide the basic blueprint principles. Each manger should take these keys, and based upon the type of business activity managed, develop a personal approach in using the keys to operate operation. The following list of business activity keys of success are used by successful civilian industry business managers and should be the basis of every manager’s “mode of operation:”

- **Knowledge** – Know your customer, your product, your competition, and the reason you are in business.

- **Quality** – Customers want quality, expect quality, and are willing to pay for quality.

- **Perceived Value** – Customers want value, good service, interesting products, and comfortable surroundings. Communicate with your customers so that they appreciate the value that’s provided.

- **Rope and Tie the Customer** – Every activity needs a personality to set it apart and attract new customers. Regular customers are important to produce a profit. Be unorthodox. Be different from others, not a me-too. Don't be afraid to work outside the box. Always remember that the customer is your most important asset.
- **Price for Profit** – Know accounting, so that every day you can put your finger on where the money is going. Profitability is determined by actual profit for each item. Must have the ability to adapt and use marketing programs to maximize revenues.
- **Learn to Sell** – Every employee and staff member is your sales representative and it's important that they are good at it. Don't take it for granted that your employees know how to sell, teach them to do so and continue the training. Don't underestimate the importance of one-to-one marketing. Seek out your key customers and ask for their business. Give a lot of attention to your product, but give more attention to your service.
- **Keep Things Lively** – Customers buy with their eyes, dazzle your customers and members when they walk through the door, give them good service and reward your top performing/selling employee. Customers are always looking for something different, new, and exciting. Keep your customers looking for new experiences. Treat your customers as guest – the most important person at the time. Employees must project the image of hospitality. If your employees look and feel happy, your guests will be happy.
- **Advertise Effectively** – Tell your customer and members that you appreciate their business and want them to come back. Know what they like and what they don't like. Keep lists, become computer savvy and use this knowledge to record your customers and members likes and dislikes. Get to know their important occasions, birthdays, anniversaries, promotions, family member birthdays, etc. and use it to your advantage. Mass advertisement and publicity is important, but there's nothing like one-on-one promotion.
- **Internal Controls** – Managers must know what makes them money and what doesn't. Set standards (cost of labor, cost of goods, administrative costs, keys control, etc.) and make sure all your employees and staff members know them, enforce them, and ensure that others do too. Standards breed consistency, and quality – that's what your customers want and keep coming back for.

SUMMARY:

By knowing and following the common sense business activity rules (keys to success), club managers can become and continue to be successful.